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Approved For Release 2002/02/11 : CIA-RDP78-06371A000600020001-0

28 MAY 1970

for Director's State of the Agency
Message

Training in the Agency is reaching out to anticipate developments of the 70s. During this past year the goals in OTR and the instructional programs to attain these goals have been overhauled in a determined effort to insure that Agency employees are trained to fit the needs linked to these developments. No course is the same as it was a year ago and there are new courses like the Advanced Intelligence Seminar and the Advanced Operations Course added particularly for the officer at mid-career. Training given to new professionals is heavily flavored with discussion on domestic and foreign problems--some of this presented by outstanding authorities from universities, from the executive and legislative branches of the federal government, and by other public figures. A recent and major reorganizational change in OTR was the merger of two of its schools to form the School of Intelligence and World Affairs--a consolidation to emphasize the new look to the next ten years.

A major concern and one to which I addressed myself in February of 1966--at the time I approved the findings of an ad hoc committee--is the Agency's lack of language capabilities. I set 1 January 1971 as the start of the Language Development Program which would manage individuals with positions designated as "language-essential." I am told the Program will be in operation by that date but that it will be on a very modest basis. To date, for example, 29% of the positions in the

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Clandestine Service have been identified as requiring a language. As a foreign affairs-oriented Agency, we have to do better than this.

Perhaps the most significant finding surfaced through the workings of the new Program is that the wealth of usable language competence assumed throughout the years does not, in fact, exist. The Agency has no excess of language proficiency in any foreign language and is actually short of skills in some. In the Clandestine Service an incentive program has been introduced, with the aim of encouraging the study of "hard" languages and already a number of "Language Step Increases" (20) have been granted for the study of Vietnamese.

Management in this Agency will always be a prime concern of everyone--where the managers will come from and how they will be equipped to assume their responsibilities. The Office of Training is closely identified with the education of present and future managers and within the concept of a meaningful job for every employee. It has been trying to debunk the myth that only middle and senior-level officers manage people and things--or make decisions. The techniques of solving problems faced in day-to-day experiences are the core of the management and supervision courses given for our personnel. (I wish to take note at this time of work done through the Support Directorate Problem Solving Seminar and the Management Advisory Group typifying manage-

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ment training in action.) Through the Training Selection Board the Agency has been able to increase its attendance at leading university centers of management training. Next year, for example, in addition to sending representatives to Harvard, we will have our representatives at MIT, Stanford, Columbia, Pennsylvania State, Pittsburgh, and Cornell. In another year we expect there will be others.

Many in the audience are well acquainted with the Agency's Career Training Program. The Program is changing. Fewer CTs are being recruited. The next two years, for example, will see a total of 100 join the Program. Emphasis in selection is on the generalist and the input may be as high as a one-for-one ratio of Internals and Externals. Training will be a mix of formal courses and on-the-job experience ~~* covering a period of as few as eight and as many as 27 months (the latter for the CS Trainees)~~ before the young officer leaves the Program for assignment in a Directorate. (I am pleased to see that "on-the-job training" or interim assignments are being reinstated into the CT training cycle.)

I am often reminded that OTR does not do all of the training in the Agency. Many Offices have their own highly specialized--and equally successful programs. I view this as a necessary adjunct to the work of OTR and little change in current programs is expected. There is one

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arm of training that cannot be ignored and that is the Agency sponsorship of employees for training at institutions or facilities outside CIA. As the computer world and scientific intelligence accelerate, it is expected that we will continue to use outside sources to keep our employees professionally current.

When we consider that about 5,000 employees get some formal training of varying lengths over a 12-month period I feel assured that we are not neglecting our professional growth and I am confident that our training will continue to be progressive--to keep pace with the Agency's developing role.

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18 May 1970

cc: Rol
DTR

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MEMORANDUM FOR: See Distribution

SUBJECT : The Director's State of the Agency Message

1. The Director met with the Management Advisory Group last Friday. During the course of the meeting he considered and endorsed MAG's suggestion (attached) that he deliver a semiannual address on Agency accomplishments, problems, and plans.

2. Tentative plans call for the Director to speak to a cross section of our employees in the auditorium in early June. With this in mind, I should like to receive by 26 May topics which he might cover during his address.

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L. K. White
Executive Director-Comptroller

Attachment

Distribution:

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Deputy Director for Intelligence
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Executive Assistant to the Director
Executive Assistant to the Deputy Director
✓Director of Training
Director of Personnel
Director, Planning, Programming and Budgeting

27 February 1970

MANAGEMENT ADVISORY GROUP

State of the Agency Message

The Agency's accomplishments, effectiveness, goals and plans are of vital interest and concern to employees. Yet, compartmentation and security restraints, which are of critical importance to a professional intelligence service, may lead to the erection of barriers which unreasonably inhibit the flow of information, without good cause. This paper recommends one constructive step which can be taken towards satisfying the genuine informational needs of employees.

MAG believes that Agency employees have a need to better understand the Agency's accomplishments, problems and plans. In addition, there is a need to correct any possible misconceptions or uninformed judgments employees may have concerning the Agency and its activities that may be circulating among the public at large. Agency employees willingly accept the discipline of security and compartmentation, but they are not immune from the impact of public comment, speculation, or allegations concerning the Agency and its activities. In some respects the Agency does more explaining externally (e.g., Brookings Institution briefings, Council on Foreign Relations, Business Council) than it does internally:

MAG recognizes that efforts are being exerted to communicate to employees on these matters. We applaud the Director's brief remarks at the annual length of service award ceremony and explanations of the Agency's position in connection with causes celebres through the chain of command from time to time. However, MAG would like to see a more thorough and continuous effort in this direction. Such an effort would not only help to overcome the so-called "communication problem", which this Agency shares with all organizations, but it would also be of significant value in strengthening the personal dedication and commitment of Agency employees.

MAG recommends a periodic State of the Agency message be delivered by the Director, in person, to as large a cross section of Agency employees as is possible. His remarks should be both specific and candid. They should include observations about our accomplishments and our effectiveness within the executive and legislative branches. He should discuss past and current charges against the Agency with specific refutations or explanations as security permits; and indicate the direction in which the Agency is moving and should be moving in the years ahead. MAG appreciates the many demands on the time of the Director but we believe that such a message, at least twice a year, will pay significant dividends by increasing employee awareness, motivation and personal involvement in the affairs of the Agency.